

Message Text

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SUBJECT: US-USSR S&T AGREEMENT: COMPUTER APPLICATIONS: METHODS OF
MANAGEMENT EDUCATION (01.010503); FEBRUARY SEMINAR

REFS: (A) MOSCOW 1497 AND PREVIOUS, (B) MOSCOW 2022

SUMMARY: DELEGATION'S FEBRUARY VISIT MOVED THE PROCESS OF EXCHANGE FURTHER TOWARD SUBSTANTIVE WORK BY (1) REACHING AGREEMENT TO NAME INITIAL PARTICIPATING INSTITUTIONS BY MAY 31, (2) EXPANDING CONTACTS WITH INSTITUTES OUTSIDE MHE, (3) MEETING SEVERAL SOVIETS WHO APPEARED INTERESTED IN DEVELOPING JOINT PROJECTS WITH PARTICULAR DELEGATION PARTICIPANTS AND (4) SECURING SUBSTANTIAL AGREEMENT TO A US PARTICIPANT'S INDIVIDUAL PROGRAM OF ACTIVITIES FOR MAY. PEDAGOGY OF SOVIET MANAGEMENT EDUCATION HAS BEEN LIKENED TO THAT WHICH THE US PASSED THROUGH IN THE 1930'S AND HOLDS LITTLE OF INTEREST TO US SIDE OF WORKING GROUP. HOWEVER, THE POSSIBILITY OF USING REAL DATA AND EXPERIENCES TO DEVELOP TEACHING MATERIALS OF USE TO BOTH SIDES IS POTENTIALLY USEFUL AND INTERESTING AND WELL WORTH EXPLORING FURTHER. END SUMMARY.

1. A 6-MEMBER USDEL PARTICIPATED IN A JOINT SEMINAR ON

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SUBJECT IN THE USSR FEBRUARY 13-26. USDEL'S VISIT MOVED THE PROCESS OF EXCHANGE FURTHER TOWARD SUBSTANTIVE WORK IN SEVERAL RESPECTS. SEVERAL DELEGATION MEMBERS BECAME ACQUAINTED WITH SOVIETS WHO APPEARED COMPATIBLE BOTH PERSONALLY AND IN PROFESSIONAL INTERESTS, THUS INCREASING THE CHANCES OF WORKING OUT JOINT PROJECTS. USDEL ALSO EXPANDED CONTACTS BEYOND MHE TO INCLUDE THE INSTITUTE OF

MANAGEMENT OF THE NATIONAL ECONOMY HEADED BY SHORIN. SOVIET SIDE, FOR ITS PART, IS TO SEEK SUBSTANTIVE MEETINGS IN MAY FOR PROF. JOHN AUSTIN (HARVARD BUSINESS SCHOOL) WITH BOTH SHORIN'S INSTITUTE AND WITH GVISHIANI'S NEW INSTITUTE OF SYSTEMS RESEARCH AND EXPLORATORY MEETINGS WITH SOVIET EXECUTIVES IN THE AREA OF FOREIGN TRADE.

2. FOLLOWING THE THREE-DAY SEMINAR IN TALLINN ATTENDED BY 70 SOVIETS (TOO MANY FOR REAL INTERACTION BUT USEFUL FOR INTRODUCING US IDEAS AND MAKING ACQUAINTANCES), THE DELEGATION HELD DISCUSSIONS AT THE PLEKHANOV INSTITUTE OF THE NATIONAL ECONOMY, THE INSTITUTE OF MANAGEMENT OF THE NATIONAL ECONOMY, THE ECONOMICS DEPARTMENT OF MOSCOW STATE UNIVERSITY AND THE TASHKENT POLYTECHNICAL INSTITUTE.

3. AT THE MEETINGS WITH SCST (MYASNIKOV) AND MHE (IVASHCHENKO) THE DELEGATION LEADERS DISCUSSED, AND OBTAINED SUBSTANTIAL AGREEMENT TO SUGGESTED DIRECTIONS OF RESEARCH (AND EXCHANGES) OVER THE NEXT 2 TO 3 YEARS. FOUR TO SIX SPECIFIC ORGANIZATIONS ARE TO BE IDENTIFIED BY EACH SIDE BY MAY 31 FOR PARTICIPATION IN THIS WORK. THEREAFTER THEY WILL WORK TOGETHER TO IDENTIFY THE LEADERS AND SPECIALISTS WHO WILL CONDUCT THE RESEARCH. AUSTIN IS TO PURSUE ALL OF THIS FURTHER DURING HIS MAY VISIT.

4. APPENDIX TO MINUTES OF DISCUSSION CONTAINS A BRIEF DESCRIPTION OF AUSTIN'S ONE-MONTH STUDY PROGRAM FOR MAY 1977. ITS PURPOSE IS TO ESTABLISH A BASIS FOR FURTHER ACTIVITIES ON VARIOUS ASPECTS OF THE COMBINED SUBTOPIC. UNCLASSIFIED

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HIS ACTIVITIES WOULD INCLUDE LECTURES AND DISCUSSIONS WITH FACULTY AND POST-GRADUATE STUDENTS AT MOSCOW ECONOMIC INSTITUTIONS AND VISITS TO SHORIN'S AND GVISHIANI'S INSTITUTES TO DISCUSS PROBLEMS IN MANAGEMENT DEVELOPMENT AND RESEARCH IN MANAGEMENT INFORMATION SYSTEMS. THE SOVIET SIDE IS TO EXPLORE ARRANGEMENTS FOR AUSTIN TO TALK WITH SOVIET EXECUTIVES IN THE FOREIGN TRADE AREA "WITH A VIEW TO THE SELECTION OF JOINT US-SOVIET ECONOMIC ACTIVITIES FOR THE PURPOSE OF PREPARING TEACHING MATERIALS ON THE PROBLEMS OF MANAGEMENT OF SUCH ACTIVITIES FOR BOTH US AND SOVIET MANAGERS."

5. MHE CONTINUES TO WANT TO EVALUATE PEDAGOGICAL METHODS. THE MINUTES OF DISCUSSION SIGNED BY MCKENNEY AND OZIRA ON FEBRUARY 26 INCLUDES THAT INTEREST BUT ALSO PROVIDES FOR ACTIVITIES OF MORE INTEREST TO US SIDE. THE MINUTES ALSO MENTION THE MERGER OF SUBTOPICS 3 AND 4 WHICH WILL BE CALLED "METHODS OF MANAGEMENT DEVELOPMENT" AND WHICH WILL BE COORDINATED

INDEPENDENTLY OF SUBTOPICS 1 AND 2.

6. ADMINISTRATIVE ARRANGEMENTS. AFTER AN INITIAL MIX-UP INVOLVING TRAIN TRAVEL TO TALLINN, THE ADMINISTRATIVE ARRANGEMENTS FOR THE DELEGATION WENT FAIRLY WELL. AT EACH OF THE INSTITUTIONS VISITED, A LEADING OFFICIAL, USUALLY THE RECTOR, GAVE A BRIEFING WHICH INCLUDED NOT ONLY HISTORY AND ORGANIZATION BUT ALSO INFORMATION ON THE TYPES OF MANAGERS BEING TAUGHT AND ON THE CURRICULA USED. (HIGHLIGHTS OF THIS WILL BE REPORTED SEPARATELY.) SOVIET OFFICIALS WERE FAIRLY RESPONSIVE TO QUESTIONS ALTHOUGH IN FORMAL MEETINGS THEY USUALLY WANTED TO DEAL WITH TEACHING TECHNIQUES AND CURRICULA RATHER THAN WITH ITS CONTENT. INDIVIDUAL CONVERSATIONS AT MEALS AND AFTER WORK PRODUCED MORE INSIGHTS INTO THE CONCRETE SITUATIONS THAT ARE THESIS SUBJECTS, FOR SOVIET MANAGERS BACK FOR FURTHER PERIODIC TRAINING.

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7. THE CONVOCAION OF MEETING AT SCST OF DELEGATION MEMBERS AND MYASNIKOV IN RESPONSE TO A US REQUEST HIGHLIGHTED SOVIET EFFORTS TO BE COOPERATIVE. SET UP IN RESPONSE TO A REQUEST MADE BY THE DELEGATION ONLY AFTER ITS ARRIVAL IN MOSCOW, AND COMING ON THE DELEGATION'S LAST OFFICIAL WORK DAY, THE MEETING WAS NOT ONLY CORDIAL BUT ALSO USEFUL FOR DEMONSTRATING SCST'S INTEREST IN SUBSTANTIVE PARTICIPATION IN THIS TOPIC, PARTICULARLY IN THE AREA OF EAST-WEST TRADE. THE CONTINUING OPPORTUNITIES FOR RELAXED CONVERSATIONS IN SMALL GROUPS AND ONE-ON-ONE (SOMETIMES WITH ANOTHER PERSON INTERPRETING) CONTRIBUTED SIGNIFICANTLY TO THE VALUE OF THE VISIT.

8. EMBOFF PARTICIPATION. FROM THE EMBASSY'S VIEWPOINT THE FEW DAYS PRECEDING AND THE EARLY DAYS OF THE VISIT WERE AWKWARD BECAUSE THE MINISTRY OF FOREIGN AFFAIRS REFUSED TO PERMIT AN EMBASSY OFFICER, WHO WAS OFFICIALLY A MEMBER OF THE DELEGATION, TO TRAVEL TO TALLINN TO ATTEND THE THREE-DAY SEMINAR WHICH BEGAN THE PROGRAM (REF B). INFORMED AHEAD OF TIME, THE HEAD OF DELEGATION TOLD HIS SOVIET HOSTS THAT THE DELEGATION WAS DISAPPOINTED AT THIS DEVELOPMENT. THE SOVIET WORKING GROUP MADE CLEAR THEY HAD NO OBJECTION AND THAT THE DECISION WAS MADE BY MFA AND NOT BY EITHER MHE OR SCST. (IN FACT, SCST INTERVENED WITH MFA BUT WAS UNSUCCESSFUL.) ONCE THE DELEGATION RETURNED FROM TALLINN, ECONOFF JOINED THEM AND WAS TREATED AS MEMBER FROM THEN ON WITHOUT INCIDENT UNTIL AFTER ITS RETURN TO MOSCOW. ALTHOUGH THE EMBOFF WAS NOT INITIALLY INCLUDED IN A MEETING BETWEEN LEADERS OF THE DELEGATION AND SCST PHONE CALLS FROM BOTH THE SOVIET SIDE AND THE EMBASSY

CONVEYING THE DELEGATION REQUEST FOR HIS PRESENCE RESOLVED THE MATTER.

9. COMMENT: THE VISIT AND MEETINGS SERVED TO CONFIRM THE PREVAILING IMPRESSION THAT THE PEDEGOGY OF SOVIET UNCLASSIFIED

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MANAGEMENT EDUCATION REMAINS MIRED DOWN IN A SEARCH FOR THE SINGLE BEST WAY TO TRAIN A MANAGER, A PHASE THE US PASSED THROUGH IN THE THIRTIES. THE MINISTRY OF HIGHER EDUCATION APPEARED TO BE COMPLETELY THUS FIXATED, BUT THAT COULD HAVE BEEN PART OF ITS PLAN TO KEEP THIS SUBTOPIC FOCUSED ON EDUCATION RATHER ON MANAGEMENT ITSELF, A FOCUS THAT COULD LIMIT THE AMERICAN PARTICIPANTS TO DEALING LARGELY WITH EDUCATIONAL INSTITUTIONS AND RESTRICT THEIR ACCESS TO SOVIET MANAGERS AND ENTERPRISES.

10. THE USE OF COMPUTERS IN DEVELOPING MANAGERS - A MAJOR CONCERN FOR THIS SUBTOPIC - REMAINS VERY LIMITED IN THE USSR. SOME THESIS TOPICS REQUIRE COMPUTATIONS THAT ARE PERFORMED BY COMPUTERS AND PRINTOUTS DO APPEAR IN SOME OF THE THESES. BATCH PROCESSING IS THE RULE, HOWEVER, AND NO INSTITUTION CLAIMED TO HAVE AN "ON-LINE" CAPACITY ALTHOUGH A COUPLE THOUGHT IT DESIRABLE AND SAID THEY WERE MOVING IN THAT DIRECTION. TOON

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